*"The successful commander in battle is at the critical place at the critical time."*
GEN Bruce C. Clarke

## GENERAL CONSIDERATIONS OF COMMAND AND CONTROL
## (ST 101-5/ST 22-102)

### ■ COMMANDER'S LOCATION ■

The commander must be able to command from anywhere on the battlefield. He must not allow himself to become a prisoner of his command post. He must go where he can assess the risks and make adjustments by seeing, hearing, and understanding what is occurring. The battle command process must permit him to position himself wherever he can best command without losing the ability to respond to changing situations.

As the commander moves about the battlefield and interacts with his own staff, as well as other commanders and their staffs, what he learns and sees will help him mentally visualize adjustments needed in current operations and activities over time and space. That will, in turn, help him successfully achieve his desired intent. This assessment process is continuous and is fed by focused information requirements. The key here is that the process does occur and is the direct link the commander uses in assessing the activities of the current fight with his vision of the future branch or sequel. He must tailor his C2 systems to ensure that the information he needs is available and timely. A commander must have access to this information (including broadcast information) wherever he is within the organization's battlespace.

The commander distributes his staff among CPs to assist him with C2. They provide timely, accurate, and critical information. However, planning, directing, coordinating, and controlling forces and operations at each CP must not occur in isolation. The commander's responsibility is to synchronize C2 among CPs and obtain synchronized execution (typically through the CofS [or XO]).

The commander must be where he can accurately assess the combat situation, continuously track critical events, make timely decisions, make risk decisions, and provide C2 of combat operations.



Figure 4-1. Command and Control Organization on the Battlefield.
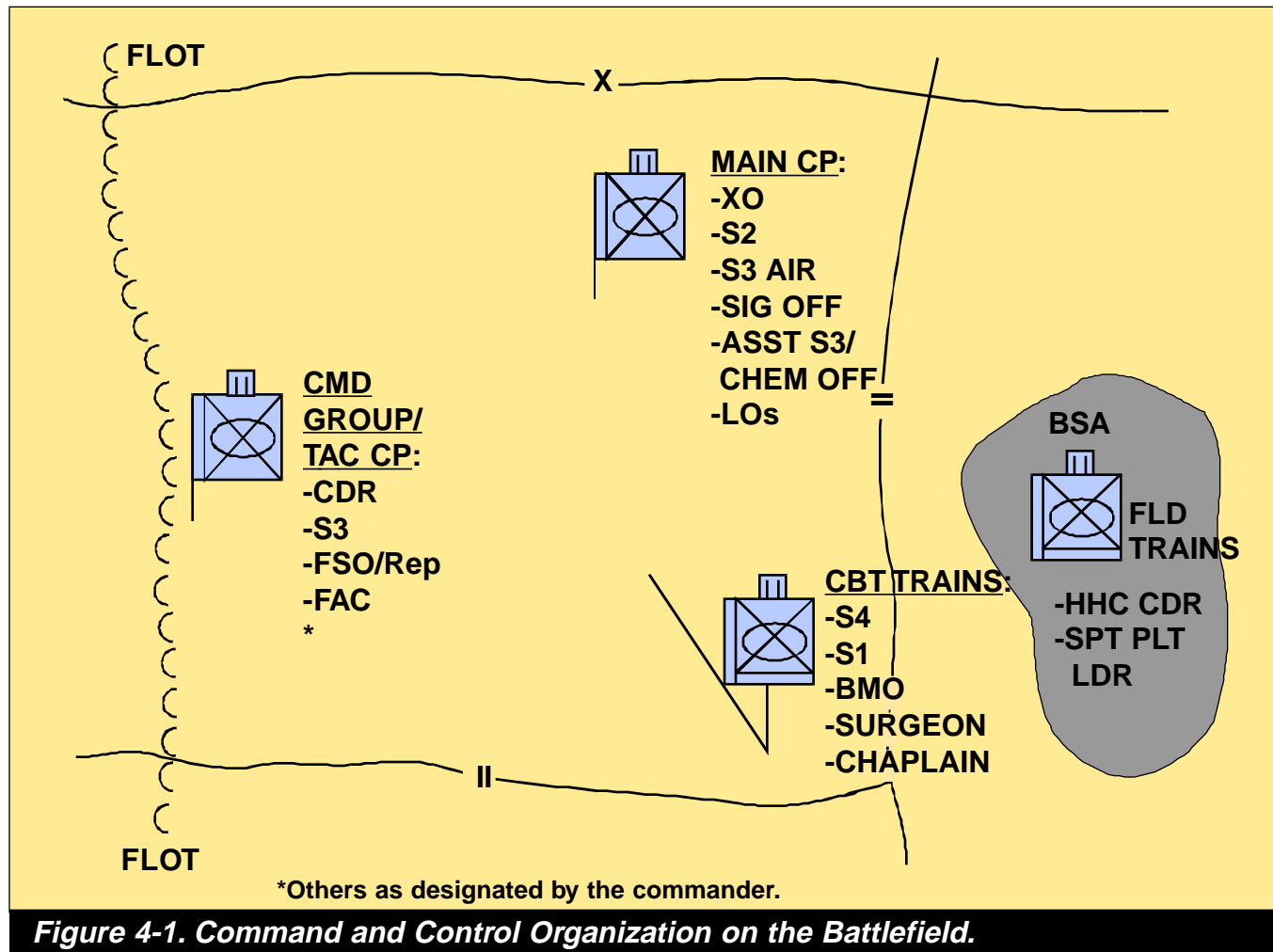
■ COMMAND GROUP ■

The command group is formed wherever the commander is—in a CP, at a subordinate unit's CP, or at an alternate location. Commanders at higher echelons may choose to form a command operations element, typically manned by personnel from the TAC or MAIN CPs. This element remains in constant communications with the MAIN and/or TAC CPs and must be able to transmit decisions from any point on the battlefield. The element must be highly mobile so it can provide the commander with a limited operations cell that has the ability to move to the point of decision in support of the commander. The commander may also establish alternate CPs at subordinate headquarters.

## COMMAND PRESENCE, THE HUMAN FACTOR, AND DELEGATION OF AUTHORITY

*"They couldn't hit an elephant at this dis . . ."*
Last words of General John Sedgwick, USA, Battle of Spotsylvania, 1864

The commander, by virtue of law as well as of position, is tasked with the greatest of all challenges: to be responsible for all his unit does or fails to do. This primer discusses, in detail, the doctrinal characteristics that the U.S. Army desires in its commanders without discussing the commander as a human being, with all the strengths and weaknesses that entails. For, unless the commander possesses the ability to objectively evaluate himself, his own performance, and his needs, vulnerabilities and limitations, his effect on the unit can range from adverse to catastrophic over the time and stress of battle.

This section is intended to remind commanders of their limitations and encourage them to plan accordingly. The success of a mission and the very survival of a unit may hinge upon how well or how poorly the commander recognizes his limits of endurance and acts to avoid its implications.

### Survive to Lead: Command Continuity Trends at the National Training Center
(Reference: CTC Lessons Learned 88-1, CATA, Ft Leavenworth, KS, 31 Jan 1988)

*"Those who cannot remember the past are condemned to repeat it."*
George Santayana

Statistics from NTC instrumentation data of observer/controller (O/C)-verified command vehicle "kills" gathered from 64 missions in FY 87 show the following results (Data does not include subsequent "resurrection" of commanders or vehicles nor does it include commanders "killed" while dismounted or by chemical agents.):

Seventy percent of the deliberate attacks and 76 percent of the defend-in-sector missions resulted in commander losses. Task force commanders had better odds of surviving the defense of a battle position where only 46 percent were lost.

Commanders who actively engaged the enemy with their weapons systems were three times more likely to be killed than those who commanded their unit and fired only as a last resort.

Forty-seven percent of the TF commander losses occurred within an hour of the first direct fire engagement. For those killed in the first hour, the average life span was thirty minutes.

■ **HISTORICAL PERSPECTIVE** ■

While force-on-force battles at the NTC are excellent training vehicles for units, they do not replicate all of the battlefield effects of actual combat. To fill in the blanks, the Center for Army Lessons Learned (CALL) used historical records and memoirs of commanders. Investigators researched allied, axis, NATO, Warsaw Pact, and Middle East sources for mid-intensity battles similar to those conducted at Ft Irwin.

The NTC casualty rates are consistent with historical experience and may be a harbinger of the casualty-intensive nature of future armor battles.

**On the average, U.S. infantry divisions in World War II lost the equivalent of their 132 authorized infantry second lieutenants every 88 combat days and their divisional complement of 99 infantry captains in 194 combat days. Between D-Day and 31 July 1944, American rifle companies in Normandy lost 68.7 percent of their officers and 59.6 percent of their enlisted men. In June, the 12th Infantry Regiment lost 76 percent of its officers and 63 percent of its enlisted men.**

The slugfest in the Huertgen Forest in November, 1944, obliterated the command structure in General Barton's 4th Infantry Division:

*"In thirteen days some companies had run through three and four company commanders. Staff sergeants and sergeants commanded most of the rifle platoons. The few officers still running platoons were either replacements or heavy weapons platoon leaders displaced forward. Most squad leaders were inexperienced privates or privates first class."*

During this same period, American armored units lost officers at a greater rate than enlisted personnel. The 3rd Bn, 66th Armor lost 73 percent of its officers.

■ LESSONS LEARNED ■

*"I did not mean to be killed today."*
Dying words of Vicomte de Turenne,
French Commander at the Battle of Salzbach, 1675.

**Prevent and Prepare**. We have grouped the historical and NTC lessons gleaned from our study into two categories. The first deals with ways to prevent the commander from becoming a casualty. The second discusses ways to minimize the effects of a commander's loss on the unit by preparing for it.

**Survive to Lead**. This is the preferred method of maintaining command continuity. Historically, experienced veteran commanders make fewer mistakes and their units take fewer casualties than those commanded by first-time replacements.

## POSITION FOR THE WHOLE BATTLE NOT JUST THE INITIAL CONTACT

There is no shaking the impression that leaders themselves are partly at fault for the high loss rates. Some commanders appear to be translating the battle-proven doctrine that officers must lead forward into a dogma that officers must be at the point of an attack or in the center of a defensive position astride the main enemy axis of advance.

It is also possible that officers misinterpret the principle that the commander must share battle risks to mean that he must be at the point of greatest danger.

The commander should not walk point, unless that act of personal courage is key to the success and survival of the unit.

There is no "magic" position on the battlefield that will guarantee a commander's safety. A position off to one side and towards the rear, however, has the advantage of posing less apparent threat from enemy gunners, A command vehicle in the midst of many similar vehicles is less likely to be singled out. But each commander must evaluate his position according to the factors of METT-T.

In any case, a doctrinal positioning of commanders would be unwise, since this would enable the enemy to develop a method for easily targeting commanders. The Germans apparently had such an SOP during World War II. In ambushes of US armor, they targeted the third vehicle in a column and worked forward. Using this method, they expected to eliminate the company commander and one platoon leader.

The majority of commanders "killed" at the NTC chose positions where they quickly became involved in firefights and lost the ability to direct their forces. As soon as they became an active participant in the firefights, they also became high-priority targets for the enemy gunners.

■ KEEP YOUR HEAD DOWN ■

Our historical research indicates that direct fire and mines account for the majority of command vehicle kills.

However, small arms and observed indirect fire cause the majority of casualties among actual commanders as they attempt to see and control the battle from exposed cupolas or when they abandon their disabled tracks.

Wounds to the head, face, upper torso, and arms are the most common injuries, followed by burns. NOTE: The Israelis issue Nomex uniforms to all armor crews and mechanized troops. Vehicle commanders and other exposed crew members wear flak jackets similar to the current U.S. vest. As a result, their officer casualties were reduced by an estimated 50 percent during the Lebanon Campaign in 1982.

Historical records indicate that experience and judgement are factors that enhance survivability.

Bold, risk-taking commanders, who had their commands ripped from them by wounds or vehicle destruction, generally experienced feelings of personal frustration and failure, regardless of the battle's outcome. Consequently, most of these commanders tried to avoid a repetition and worked on the principle of risking little if there is little to be gained.

To a certain extent, training battlefields can replicate real battlefields by excluding from play until the end of mission those commanders who become casualties.

This education in caution seems to be the difference between audacious and reckless commanders. It also has the advantage of exercising the command succession system.

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Brigadier General S.L.A. Marshall made clear in his classic, *Men Against Fire*, why commanders must reserve "darting to the front to tease on the hounds" for the decisive moment:

*"In extreme emergencies, when the stakes are high and the failure of others to act has made the need imperative, such acts are warranted. But their value lies largely in their novelty. A commander cannot rally his men by a spectacular intervention in the hour when they have lost their grip if they have grown accustomed to seeing him run unnecessary risks in the average circumstances of battle."*

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## TASK DEGRADATION AND COMMAND PRESENCE

*"Man is the foremost instrument of combat."*
Ardent de Pricig, Battle Studies, 1880.

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Battle command requires creative thinking (original thought), logical thinking (reasoning), sound judgement, and physical activity. That is, battle command has both a mental and a physical aspect. Without proper discipline, battle command task performance will erode over time.

Every soldier (especially the commander) must perform effectively in continuous operations. Commanders must identify, learn to cope with, and plan beforehand to overcome adverse conditions during continuous operations. Battle exhausts commanders; for example, it reduces their ability to perform tasks as quickly or effectively as necessary, especially after 36 to 48 hours without sleep. Also, the need for the commander to be present at the point of decision is great; and acceptance of the personal danger that the requirement entails is difficult.

### ■ GET SOME SLEEP ■

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"No human being knows how sweet sleep is but a soldier."
John S. Mosby, COL, C.S.A.

In *Sinai Victory*, BG Marshall observed:

*"...exhausted men cannot fight. . .even a few minutes of sleep can turn a beaten fighter into a champion. Worse than the risk of being surprised is that of trying to engage when the physical power of one's own force is almost totally depleted . . . These are simple guides to action. By most commanders today, they are honored more in the breach than the observance."*

These words are as true today as when they were written in 1958.

| EFFECTS OF SLEEP DEPRIVATION | | | |
|---|---|---|---|
| | **FACTOR** | **EFFECTS** | **COUNTER MEASURE** |
| **1** | **Attention** | **Lapses of attention increase in frequency and duration; information is often not registered** | **Decisions and calculations must be cross-checked.** |
| **2** | **Initiative** | **The ability to initiate work decreases; task imposed by others are less likely to be affected** | |
| **3** | **Insight** | **Insight is reduced; performance and abilities are overestimated.** | |
| **4** | **Motivation** | **Motivation is reduced.** | **A "mental life" or high morale can counter this.** |
| **5** | **Memory** | **Short-term memory is impaired.** | **Increase reliance on written means of communications.** |
| **6** | **General Mood** | **Fatigue, irritability, feelings of persecution, inability to concentrate, and periods of misinterpretation and disorientation.** | **SLEEP: 4 hours of sleep per night is likely to maintain performance over several weeks.** |

Commanders who fail to follow their sleep plan court disaster. As stress and fatigue build up, their safety awareness goes down, they make mistakes, and casualties occur.

After almost a week of battle in the Golan Heights, one Israeli Army commander fell asleep near a vehicle exhaust pipe and failed to awaken as it burned away a three-inch patch on the back of his leg. About the same time, his deputy commander, groggy from lack of sleep, accidently shot himself in the hand with his submachine gun and had to be evacuated.

At the NTC, sleep deprivation causes leaders at all levels to make mistakes and decisions that, directly or indirectly, cause not only their "deaths" but that of their units. Some examples are: giving incoherent orders, forgetting important tactical intelligence, issuing contradictory instructions, or simply falling asleep in a location unknown to subordinates.

Commanders, on whose decisions mission success and unit survival depend, must consider their own personal health and welfare. This may seem contrary to military tradition, but it is sound practice; as an example, 48 hours without sleep cuts the effectiveness of commander's critical decision-making skills by 50 percent. Commanders must plan and account for their individual needs, and train their unit accordingly.

Also, the commander must realize and understand that if he is fatigued, his subordinates are probably worn out. As subordinates become increasingly weary, commanders must:

- **Give out simple directions. Fatigued soldiers have difficulty understanding complicated directions and are likely to forget some of them.**
- **Give complete, clear, precise orders. Leaders must leave no room for interpretation. Degraded soldiers have great difficulty in reasoning. They cannot "fill in" anything that has not been said explicitly.**
- **Repeat orders and directions. Leaders must have degraded soldiers repeat orders given to them or even write them down. Soldier's memories for new information tend to be faulty.**
- **Double check themselves and others. Orders given and acknowledged may not be carried out correctly or completely. Therefore, it is necessary to double-check constantly to see if orders have been executed as intended. Commanders should arrange a system to double-check their own activities.**

*"As each man's strength gives out, as it no longer responds to his will, the inertia of the whole gradually comes to rest on the commander's will alone."*
Clausewitz

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## ■ MAINTAIN A LOW PROFILE ON THE BATTLEFIELD ■

Commanders become high-priority targets if the enemy recognizes them. Commanders must work to eliminate their tell-tale signatures.

In most cases (96% at the NTC), the major difference is the additional radio antennae on command vehicles. Three to four are normal. Some commanders have mounted additional dummy antennae on all the vehicles in their unit to deceive the enemy.

Reading maps, shouting commands, and authoritative gesticulations may have been the reasons why German snipers were able to single out several commanders in the 67th Armor during World War II.

This is not to say, however, that commanders should not have distinctive signatures that their own men recognize. Unquestionably, effective command and control requires that superiors and chief subordinates recognize one another.

## COMMAND SUCCESSION

### ■ KEEP TRACK OF YOUR COMMANDER ■

A problem at the NTC and common in historical accounts is the disappearance of the commander at a critical point in the battle. His disappearance is either not noticed immediately or his subordinates are unsure of what action to take. As a result, nothing triggers the command succession procedure.

Doctrinally, the S3's main battle station is with the TF commander in the command group. A more common technique used at the NTC is to position the S3 on a separate axis or avenue of approach to extend command and control throughout the sector.

The ALO and FSO vehicles frequently become separated from the TF commander in the heat of battle and in rough terrain.

Command vehicles break down or are destroyed. Radios malfunction. Many times no one sees it happen, or if they do, they do not recognize that it is the commander who is unhorsed. Even if the commander is uninjured, he is isolated and out of contact.

The task force commander and his deputy need wingmen. These vehicles provide protection, act as back-up command vehicles or initiate the command succession process when the commander's vehicle is hit. One unit fix is to detail the vehicles from the line companies.

### ■ MINIMIZE THE "LEADERSHIP GAP" ■

> **The tempo of operations and intensity of conflict has increased dramatically in recent conflicts. The Israelis faced a Soviet trained and equipped Syrian Army during October '73 war. The IDF's 7th Armor Brigade fought an average of three battles a day for three days as Syrians committed echelon after echelon trying to achieve a penetration in the Golan Heights.**

Given a similar scenario and the current NTC loss rates, we would need to replace our task force commanders on a daily basis.

At the NTC, most task forces take from 15 to 20 minutes to reestablish command and control after a task force commander's "death". This is too long. A well-equipped motorized rifle regiment, at attack speed, can cover six kilometers in fifteen minutes. Unless the unit can reestablish command swiftly, the enemy has the opportunity to control the decision cycle and retain or gain the initiative.

As a result of their experience, the Israelis train to the standard of immediate assumption of command by the deputy commander. To do this, the commander's successor, is usually forward in a combat vehicle within visual sight of the commander.

Whatever method a unit uses, however, it must have an effective trigger mechanism, and it must be practiced in training under realistic circumstances. With no advance notice, the subordinate leaders need to know by rote who will take charge, what to do, and how to act on the commander's intent until the succession is complete. The commander's successor, whether the XO or S3, must be trained to assume command in the midst of a battlefield's chaos. This can only be accomplished through home-station training and rehearsal.

## ■ MOVE TO THE SOUND OF THE GUNS ■

*"It is better to act quickly and err than to hesitate until the time of action is past."*
Clausewitz: *On War*, 1832

One of the most important historical lessons learned is that the immediate effect of a commander's death is a loss of initiative while the unit reestablishes command on the battlefield.

Leaderless units tend to remain stationary in the defense and lose momentum in the attack. NTC instrumentation data shows that, in many units, the volume of fire drops off or becomes disjointed after a commander's death. This is usually the result of the enemy being allowed to break contact as the friendly unit fails to reposition or pursue.

On 2 May 1863, General "Stonewall" Jackson was mortally wounded by his own troops during the battle of Chancellorsville. Some historians believed this loss of C2 at a critical time allowed the defeated Union Army to escape relatively intact to face the Confederates again at Gettysburg.

During 1987, fifteen percent of the command vehicle "kills" recorded at the NTC were due to friendly fire.

Modern mid-intensity conflict brings increased speed and tempo to operations on the battlefield. Instead of hours or days to replace commanders, we must now think of minutes and seconds. We must prepare now to retain command continuity if we are to retain the initiative. We must prevent unnecessary losses if we are to fight outnumbered and win.

Commanders and their subordinates must constantly look for ways to keep themselves and their soldiers alive. No one is better positioned to increase a leader's survivability than the troops in the field. Even minor tactical tricks, learned in real or simulated combat, can keep leaders alive for the next fight.

Of course, continuity lessons that individuals and units learn in the field will yield maximum benefits only if distributed Army-wide. Those with insight into ways to minimize casualties and

the leadership gap, whether born of reflection or experience, will make a decisive contribution to Army combat power by sharing their knowledge and tips with CALL. The loss of a commander, as with any soldier in battle, is a tragic reality of war. However, unless the commander has planned and trained his unit for this possibility, the impact of his loss may be decisive. It is a fact that the true testament of both a great commander and a well-trained unit is how well it performs without the presence of the commander who trained it.

## DELEGATION OF AUTHORITY

**The greatest weapon a commander has in his fight to avoid the impact of his own limitations is the ability to delegate authority. To do so, he must promote, teach, and train a unit to accomplish his will without him.**

Understandably, for a commander to be effective, a spirit of trust, confidence, teamwork, and cooperation must permeate his headquarters and his command. Subordinates must feel encouraged to step forward and act, if appropriate, knowing they have the full confidence and support of the commander they serve. His teaching, coaching, and mentoring of battle command should endow the confidence of his subordinates so that they can in fact fulfill their mission without him.

In summary, commanders should understand that providing for their personal needs and maintaining their own health and welfare is not a sign of weakness but rather a function of self-discipline and habit. His mentorship of trust, confidence, and teamwork within his command may, in fact, be the greatest and most crucial legacy he leaves his unit in peace or war.

## INFORMATION MANAGEMENT:  PRESENT AND FUTURE
### (FM 101-5, ST 101-5, TRADOC PAM 525-5)

**Decision-making begins as the commander assimilates and synthesizes information. Information will never be as timely, accurate, or complete as the commander would like and there will always be a gap between the information required by the commander and the information he receives. Two things can mitigate the information shortfalls -- information management and intuition. Intuition has been discussed previously; hence, it will not be covered here. Information management is the other critical item for which the commander must organize; it is discussed below.**

### ■ INFORMATION OPERATIONS IN CURRENT DOCTRINE ■

In reality, information management in a unit is as dependent upon leadership style, trust, and confidence as it is on doctrine. Normally, the chief of staff (or executive officer at lower levels), performs this function as part of the overall synchronization of the staff.

The CofS's (XO's) authority and standing (during deliberate decision-making) has the commander's tacit approval and applies uniformly to both coordinating and special staff officers.

As a warfighting plans integrator, the CofS's (XO's) specific responsibilities include:

- **Operating the C2 BOS.**
- **Organizing and synchronizing activities, and displacing command posts as necessary.**
- **Directly supervising the MAIN CP and:**
    - **Directing the headquarters cell.**
    - **Synchronizing the activity of the MAIN CP through the coordinating staff.**
- **Ensuring the integration of deception planning and fratricide countermeasures into the plan.**
- **Managing CCIR.**
- **Determining liaison requirements, establishing liaison information exchange requirements, and receiving liaison teams.**
- **Establishing and enforcing the time plan, in accordance with the commander's guidance.**

This coordinating and synchronizing function places the CofS (XO) in the best position doctrinally to ensure the commander has the right information at the right time without becoming overburdened with noncritical operations.

## INFORMATION OPERATIONS CONCEPT UNDER FORCE XXI OPERATIONS

As the Army continues to move forward in the information age, the effects of automation and digitization in battle will increase dramatically.

While the quantity of information potentially available to the commander will increase greatly, the age-old command problem of determining what is truly critical will remain-- actually, it will become more difficult as the amount of information to be considered increases.

In FM 100-6, the Army has recognized this potential challenge and is considering methods to handle the expected dilemma. The evolving concept recommended in chapter 4 of that field manual offers the student of command some insight into the potential solution.

The force operations element (G-3) will organize, plan, and execute information operations (IO) for the commander. The G-3 requires staff dedicated to planning and conducting the execution of IO. The commander's information operations staff (CIOS) must be a staff entity under the G-3 (Operations) and will be directed by the

## INFORMATION OPERATIONS CONCEPT UNDER
## FORCE XXI OPERATIONS (continued)

commander's information operations staff officer (CIOSO). The core element of this staff requires representation from the G-2 (Intelligence) and the G-6 (Communications). Representatives from the C2W, EW, OPSEC, PSYOP, PAG CA, military deception, and fire support functional areas must further support the CIOS. Other members may be added as necessary to ensure the integration of IO actions within the operations. The members of the CIOS serve as the CIOSO's primary points of contact for coordinating the individual plans of the contributing functional areas in consonance with the commander's intent for IO in the operation.

Comprehensive IO support will be available to the commander and the CIOS through an Information Operations Center (IOC), staffed and managed by a centralized Army intelligence organization. The IOC is required to synchronize IO; coordinate intelligence and data base support; orchestrate HUMINT support; and provide much-needed technical liaison support by means of electronic collocation with national, Department of Defense, Air Force, and Navy equivalent IO activities. The IOC requires sufficient staffing and organization to provide sustained split-based activity, both CONUS and OCONUS.


## TYPES OF COMMAND POSTS


## GROUND MANEUVER BRIGADE AND HIGHER HEADQUARTERS

Ground maneuver brigade and higher headquarters routinely use four types of command posts:

- The TAC CP, which provides a forward CP
- The MAIN CP, which is the primary C2 facility
- The REAR CP, which controls rear operations
- The alternate CP

A fifth CP, the assault CP, is an ad hoc organization that commanders use for a limited time while conducting special-purpose operations. It performs both TAC and MAIN CP functions. Other CP areas include ground maneuver battalion (task force) CP's and company and team CPs.

## ■ TACTICAL COMMAND POST ■

The TAC CP is the forward echelon of a combat brigade or higher-level maneuver headquarters. It focuses on close operations, while monitoring deep and rear operations (for their affect on close operations). Its organization is simpler, smaller, and more austere than the MAIN CP, operating as one integrated cell that provides intelligence, current operations, and fire support.

Normally, only maneuver commands use a TAC CP, and the TAC will not necessarily be deployed; its use is METT-T dependent. The commander may use it to control specific operations (such as river-crossing operations), to provide a CP for a special task force, or to facilitate the forward or rearward passage of units.

Corps, divisions, and combat brigades usually establish a TAC CP that locates well forward on the battlefield. It is limited in physical size and electronic signature. It must be capable of displacing rapidly and frequently. The flow of the battle, the threat of enemy action, and the desires of the commander dictate its movement. At all times, it must maintain continuous communications with forward elements, and MAIN and REAR TAC CP functions.

> **In addition to controlling close operations, the TAC CP also:**
>
> • **Serves as an alternate CP when the MAIN CP must displace.**
> • **Synchronizes combat, CS, and CSS activities in support of close operations.**
> • **Maintains the current operations situation.**
> • **Provides close operations situation information to the MAIN CP.**
> • **Monitors deep and rear operations.**

## ■ MAIN COMMAND POST ■

The MAIN CP has a broader and more future-oriented focus than the TAC CP. Its staff not only controls deep operations but also general activities, such as conducting overall battle, allocating resources, and planning future operations. Most importantly, the MAIN CP serves as the primary synchronization point for the entire battlefield. Its functional cells include a headquarters cell, a current operations cell, a plans cell, an intelligence cell, an FS cell, and a CSS cell. When the TAC CP is not deployed, the current operations cell of the MAIN CP controls close operations as well.

Corps, divisions, brigades, and battalions establish MAIN CPs. The MAIN CP locates to the rear of forward-deployed forces. At higher levels, the MAIN CP is a large organization. It displaces less frequently than the TAC CP, although the requirements of battle, the threat of enemy action, and the desires of the commander dictate its movement.

In addition to controlling deep operations, the MAIN CP also:

- **Controls close operations when the TAC CP is not deployed.**
- **Synchronizes combat, CS, and CSS activities in support of deep operations.**
- **Synchronizes the overall battle.**
- **Provides a focal point for the development of intelligence.**
- **Plans future operations.**
- **Monitors close and rear operations.**
- **Provides situational information to higher headquarters.**

## ■ REAR COMMAND POST ■

The rear command post at corps and division focuses on rear operations.

The rear CP focuses on rear operations. Its main functions are sustainment, transportation, protection, and terrain management in the rear area in support of combat operations. Its functional cells include a headquarters cell, an operations cell, and a CSS cell.

The rear CP is large. It is difficult to conceal and even more difficult to reposition. The commander should place it well behind forward units. The corps' rear area also has rear-area operations centers (RAOCs), which provide additional C2 elements. The four corps RAOCs are subordinate CPs to the corps' REAR CP.

## ■ ALTERNATE COMMAND POST AND FUNCTIONS ■

The alternate CP normally assumes the responsibilities of the MAIN CP if the latter is moving, damaged, or destroyed. The alternate CP retains these duties until the MAIN CP is reconstituted. The commander who establishes an alternate CP must do so with a clear understanding of its purpose and roles—that is, enabling the unit to sustain continuous C2 in the event of a catastrophic loss. The reason for establishing an alternate CP is to—

- **Ensure continuous support of C2 operations.**
- **Identify another location where surviving elements of a destroyed CP can rally.**
- **Assess casualties and damage, reorganize, and reestablish critical C2 functions.**
- **The alternate CP is not used to support CP displacement operations.**

The alternate CP does not have to be a mirror image of a MAIN CP; it does not have to be able to perform all MAIN CP C2 functions. Initially, it must be capable of serving as a life-support function, being located where surviving personnel and equipment of a destroyed CP can rally and begin to rebuild. The alternate CP should be equipped with communications facilities capable of performing designated critical functions of the destroyed CP while retaining the capability to exercise C2 operations of its own units.

The assault CP is an austere, ad hoc CP.  It performs critical C2 functions that support division and higher command echelons in tactical operations for special purposes (such as entry, deployment, and retrograde operations).

During deployment, the commander normally sequences the assault CP to arrive as soon as possible after the initial assaulting brigade secures the airhead or beachhead.  Its role then becomes that of fighting the current fight with tactical forces on the ground, synchronizing the flow of follow-on forces into the AO, and phasing them into the fight to expand and secure the airhead or beachhead.

Early in the deployment, the assault CP serves as the division C2 link between division forces on the ground and higher corps or JTF headquarters.  It facilitates the future establishment of the Main CP and continues in this function until the remainder of the division C2 systems arrive.  Normal doctrinal functions then resume at TAC, Main, and rear CPs.

There is no set design for the assault CP.  Each mission demands different capabilities. Therefore, the commander tailors the assault CP for specific missions, for when the TAC is insufficient, or for when the Main CP is too large. The size of the assault CP is a limiting factor.

## BATTALION  TASK FORCE LEVEL COMMAND POST AND FUNCTIONS

### THE MAIN CP

**The Main CP's functions are as follows:**

- **Synchronizes close operations by integrating CS and CSS into the maneuver plan.**
- **Plans future operations.**
- **Serves as an alternate for the command group.**
- **Keeps higher headquarters informed.**

### ■ THE COMBAT-TRAINS CP ■

The Combat-Trains CP must be designed to execute the following tasks:

- Plan and coordinate sustainment for tactical operations.
- Serve as an alternate for the MAIN CP.

## ■ THE FIELD-TRAINS CP ■

The Field-Trains CP must be manned to execute the following tasks:

- Plan and execute replenishment of organic and designated transportation.
- Plan transportation movement and evacuation between forward support battalion and the combat trains.
- Perform maintenance planning and coordination with the forward support battalion.
- Perform protection and defense of the field trains as a cluster in the base defense that the forward support battalion (FSB) commander commands.

## ■ SURVIVABILITY AND EFFECTIVENESS CONSIDERATIONS ■

Command posts are high-priority targets. They often present electronic, thermal, acoustic, visual, and moving-target signatures that are relatively easy to detect. But efforts to reduce their vulnerability can actually degrade combat effectiveness. (For example, frequently moving a CP might reduce both its vulnerability and its ability to carry out C2 functions.) The commander must determine the proper balance between C2 survivability and combat effectiveness.

| SURVIVABILITY FACTORS | COMBAT-EFFECTIVENESS FACTORS |
|---|---|
| Mobility | Speed |
| Austerity | Simplicity |
| Dispersion | Design |
| Redundancy | Standardization |
| Location | CONOPs |
| Signature | Qualified personnel |
| Cover and concealment | Communications |
| Deception | Information |
| OPSEC | Automation |

**TACTICAL OPERATIONS CENTER (TOC)**
**(CALL Newsletter No. 95-7, dated May 95)**

There are six basic TOC functions:
1. Receive information.
2. Distribute information.
3. Analyze information.
4. Submit recommendations to the commander.
5. Integrate resources.
6. Synchronize resources.

Each of these functions are critical and interrelated. The order in which these functions occur may vary at times. A more detailed description of each function and its associated tasks are listed below.

## Recieve Information

- Receive messages, reports, and orders from subordinate units and higher headquarters (HHQ).
- Monitor tactical situation.
- Maintain a journal of all significant activities and reports.
- Maintain and update unit locations and activities.
- Monitor enemy situation.
- Maintain a status of critical classes of supplies.

## Distribute Information

- Submit reports to HHQs.
- Serve as a communications relay between units.
- Publish orders and instructions.
- Process and distribute information to appropriate units or staff sections.

## Analyze Information

- Consolidate reports.
- Anticipate events and activities, taking appropriate action as required.
- Conduct predictive analysis based on the tactical situation.
- Identify information that relates to CCIRs.
- Conduct the tactical decision-making process.
- Identify the need to execute contingency plans based on the current situation.

## Recommend

- Submit recommendations to the commander based on information available and analysis conducted.

## Integrate Resources

- Coordinate the integration of combat multipliers.

## Synchronize Resources

- Coordinate the synchronization of combat multipliers.

This section discusses the duties and responsibilities of personnel who work in the TOC. Whoever in your TOC fulfills each one of these duties is a function of personnel strength, capabilities, and command preference.

## Executive Officer

The XO's primary responsibility is to synchronize and coordinate the efforts of all staff sections. This responsibility normally requires him to operate from, and supervise all activities within the TOC. This is especially critical during the battle when synchronization and integration of resources are crucial. During the preparation phase of the mission, these duties can often be fulfilled by the battle captain. However, the battle captain typically lacks the appropriate experience necessary to accomplish these duties during the battle. Other important duties of the XO are:

- Supervising and coordinating the staff during TDMP.
- Supervising the analysis and assessment of all information and submitting recommendations to the commander accordingly.
- Supervising and ensuring proper information flow within the TOC.
- Anticipating and synchronizing operations from the TOC.

NOTE: The role of the XO is METT-T-dependent. The current situation may prevent the XO from focusing all of his time and effort at the TOC.

## Battle Captain

The role of the battle captain is similar to that of the XO. The battle captain assists the XO in synchronizing and coordinating the staff's effort. The distinction between the two individuals lies in their level of experience. During the battle, synchronizing and coordinating the staff is normally best served by the XO. During the preparation phase, the battle captain can normally fulfill these duties. Experience at the CTCs shows that during the battle, the battle captain should focus his efforts on supervising the soldiers within the S3 operations cell, rather than synchronizing the efforts of other staff members. Additional duties of the battle captain include:

- Supervising the efforts of staff NCO's within the S2 section.
- Conducting analysis and assessment of available information.
- Assisting in the review and dissemination of information within the TOC.
- Assisting in monitoring the location and activities of friendly units.
- Serving as the TOC OIC during the absence of field grade officers.
- Assisting the S3 during the TDMP.

## Operations NCO/Shift NCO

The operations NCO is generally the most underutilized individual in the TOC. The operations NCO seldom works inside the actual TOC. He is typically only responsible for the logistics support, movement, and security of the TOC. These are important tasks, but do not require total commitment of the senior TOC NCO. Doctrinally for some types of units these tasks are the responsibility of the HHC XO (page B-4, FM 7-20, *The Infantry Battalion,* Apr 92). The TOC NCO, if trained and used properly, can be of much more use to the battalion in the TOC. Duties and responsibilities may include:

- Ensuring that reports and messages are distributed properly.
- Updating units statuses on maps and charts.
- Supervising the publication of orders and graphics.
- Supervising the setting up and dismantling of the TOC.
- Supervising all enlisted personnel assigned to the S3 section.
- Managing guard rosters, sleep plans, and shift schedules.
- Assisting in developing and wargaming COAs during the TDMP.
- Serving as a recorder during the TDMP.

## Radio Telephone Operators (RTOs)/Clerk Typist

The RTOs are another good example of an underutilized soldier. Typically, the RTOs do not talk on the radio. This function is often performed by officers due to a lack of confidence in the RTOs' ability. Once again this lack of confidence often stems from a lack of adequate training and not a lack of capabilities. Duties of the RTOs and other enlisted soldiers can include:

- TOC security.
- Monitoring the radios.
- Receiving and recording reports.
- Updating status charts as necessary.
- Assisting in the publication of orders and graphics.
- Assisting in the setting up and dismantling of the TOC.
- Serving as recorders during the TDMP.
- Cleaning and preparing charts and overlays for the TDMP.
- Vehicle maintenance.

This list of personnel and duties is not all encompassing. It is intended to provide a framework for how the duties and responsibilities within the TOC can be delegated. This list highlights the S3 section, but can be modified, developed, and applied to any section. The matrix below reflects how these duties and responsibilities may look when consolidated:

| DUTY POSITION / TOC FUNCTION | XO | BATTLE CPT | OPS/ NCO/ STAFF NCO | RTO | CLERK/ TYPIST |
|---|---|---|---|---|---|
| **RECEIVE INFORMATION:** | | | | | |
| - MONITOR SITUATION | X | X | X | X | X |
| - RECEIVE | | | | X | X |
|   MESSAGES/REPORTS | | | X | X | X |
| - MAINTAIN JOURNAL | | X | X | | |
| - UPDATES/POST UNIT LOCATIONS | | | X | X | X |
| - UPDATES STATUS BOARD/CHARTS | | | X | | |
| **DISTRIBUTE INFORMATION:** | | | | | |
| - SUBMIT REPORTS | | | X | X | X |
| - PUBLISH ORDERS | | | X | X | X |
| - PASS MESSAGES/ REPORTS WITHIN TOC | | X | X | X | X |
| **ANALYZE INFORMATION:** | | | | | |
| - REVIEW IN/OUT GOING REPORTS/ORDERS | X | X | X | | |
| - CONDUCT PREDICTIVE ANALYSIS | X | X | X | | |
| - IDENTIFY CCIR | X | X | X | X | X |
| - CONDUCT TDMP: | X | X | X | | |
|   SERVE AS RECORDERS; | | | X | X | X |
|   DEVELOP TERRAIN SKETCHES; | | | | X | X |
|   PREPARE CHARTS AND OVERLAY | | | | X | X |
| **MAKE RECOMMENDATION TO COMMANDER** | X | X | X | | |
| **INTEGRATE/SYNCHRONIZE RESOURCES** | X | X | | | |

This is a recommended starting point to assist in identifying what information should be displayed and monitored.  Not all of the information or charts listed below are required.

## Planning Phase

- Specified, implied, and mission-essential tasks.
- Higher headquarters mission statement and intent.
- Weather data.
- Constraints and limitations.
- Critical facts and assumptions.
- Time line (include expected enemy events).
- Restated mission.
- Task organization.
- Commander's guidance.
- COA development sketch.
- Synchronization matrix.
- War game worksheet.
- CCIR.
- COA comparison.
- Decision support matrix.

## Battle Preparation Phase

- Offensive Operations:
    - CL III/V status.
    - Subordinate units order issue and rehearsal status.
    - PCI tracking.
    - Task organization completion status.
    - Maintenance status.
    - Combat power.
    - Status of breach assets and rehearsals.
- Defensive Operations:
    - CL III/IV/V status.
    - Obstacle completion status.
    - Combat power.
    - Survivability status.
    - Engagement area (EA) and repositioning rehearsals.
    - Target reference point (TRP) emplacement.
    - Subordinate units order issue and rehearsal status.

## Execution Phase

- Combat power.
- Unit locations and activities.
- CL III/V status.
- Enemy contacts, locations, and movements.
- Enemy BDA.
- Main aid station and forward aid station locations.
- Brigade or division assets in your sector (GSR, MPs, etc.).
- Status of adjacent units.

## Post Battle Phase

- Unit equipment readiness.
- Unit personnel strength.
- Resupply status of CL III/V/IX.
- Unit locations.
- Consolidations and reorganization status.
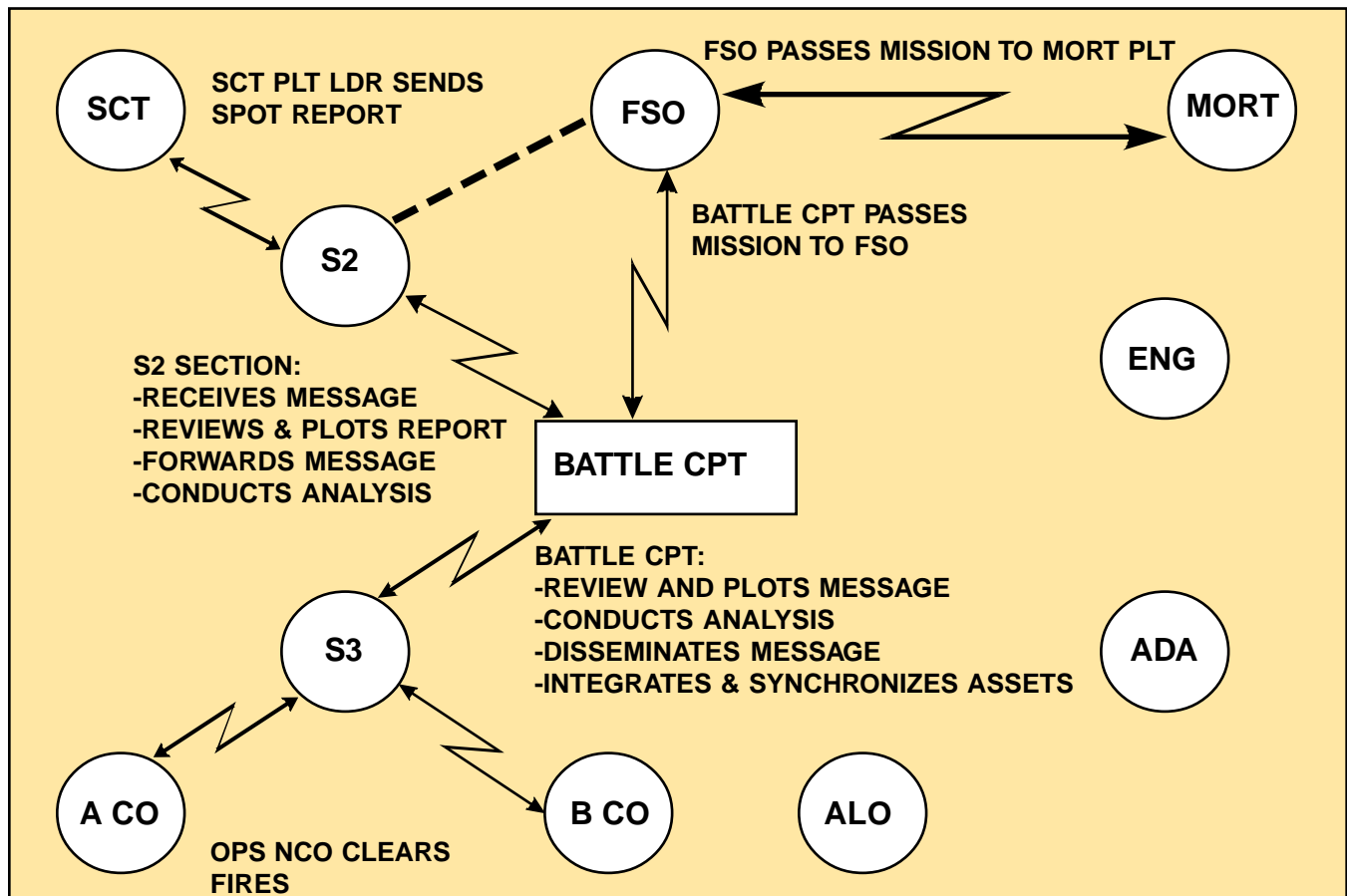- Maintenance and casualty collection status.



*Figure 4-2. Suggested Process for Receiving, Processing, and Disseminating Information in the TOC.*

- Identify and prioritize critical information to be tracked.
- Develop a system to track the necessary information. This system may include charts, matrices, unit symbols, or a butcher board.
- Develop a system to track both friendly and enemy units. Successful techniques include using color-coded cellophane stickers, color-coded thumb tacks, or color-coded dot-type stickers.
- Ensure all participants understand and use the system.
- Ensure everyone plays a role. Do not let two or three personnel attempt to accomplish this themselves while the other 10 people drink coffee.
- Keep the noise level in the TOC to an absolute minimum. This will contribute significantly to the overall effectiveness of the TOC.
- Do not let entering messages into a journal create a backlog in your information management system at the expense of posting maps, disseminating information, and receiving reports. If time does not facilitate updating your journal as you receive messages, keep them in a folder and record them later.
- Develop standardized map boards so overlays can be easily and quickly transferred from map to map. An inexpensive metal eyelet device is available and can be used to assist with overlays.
- Consider laying your current operations map on a table instead of hanging it from a tent frame. This technique allows more personnel to gather around and view the map more effectively, rather than of looking over someone else's shoulder.

## RECOMMENDATIONS FOR LIAISON OFFICER (LO) OPERATIONS
### (CALL Newsletter NO-95-7, dated May 95)

Ensure LO understands the following before departure from assigned unit:

- Clearly understand the mission and duties of the LO.
- Know the current situation of your assigned unit. This includes, but is not limited to: concept of operations, unit locations, combat power status, and status of critical supplies.
- Possess current graphics.
- Obtain information and liaison requirements from each staff section.
- Obtain and understand the CCIRs.

**During Liaison Tour**

- Keep abreast of the situation of assigned unit and provide updates to supported headquarters.
- Monitor and assist in the planning process of supported unit. This includes:
  - Advise staff on how to best employ assets of assigned unit. Especially critical for heavy/light operations.
  - Record all critical information and pass to unit as soon as possible. Include specified/implied tasks, mission-essential tasks, constraints/limitations, etc. This will later assist your unit in conducting its mission analysis.

- Receive and pass all enemy SITEMPs and other intelligence products as soon as possible. This is perhaps the most critical role of the LO during the planning process.
- Conduct adjacent unit coordination as appropriate.

## Commander's Responsibilities to LO

- Take the time to clearly define what you expect of your LO. Use the above list as a starting point. The list you develop may be significantly different based on individual capabilities and unit requirements.
- Once you have defined what you expect of your LO, ensure he clearly understands his duties and responsibilities.
- Don't accept your LO only serving as a courier. He is far more capable and can make significant contributions if provided guidance and direction.
- Identify your LO and begin training him as soon as possible. This process must take place at home station prior to the rotation or real-world mission.
- Provide LO with appropriate equipment, such as radios, vehicles, and GPS.

| SIGNAL PLANNING CONSIDERATIONS (FM 24-1) | |
|---|---|
| • **Area of Operations:**_____ | **Desert, jungle, city--each will affect your communication.** |
| • **Organic Equipment:**_____ | **Range, compatibility within the task force or unit.** |
| • **Personnel:**_____ | **Adequate signal soldiers assigned?** |
| • **Retrans:**_____ | **Employment and protection of retransmission teams.** |
| • **Wire:**_____ | **Use when possible, more secure than radio.** |

**PRINCIPLES OF SIGNAL SUPPORT**

- **Continuity**
- **Security**
- **Versatility**
- **Simplicity**

## COMMAND, CONTROL, AND COMMUNICATIONS
## (FM 71-2, FM 71-3, FM 7-20, ST 22-102)

Brigades and battalions perform similar C2 functions in that they plan, allocate resources, and fight combined arms units. While the same basic planning procedures and processes are used at both levels, the brigade commander's role differs significantly from the battalion commander's.

| FUNCTIONS | BRIGADE | BATTALION |
|---|---|---|
| Planning | Assigns broad missions and tasks.<br><br>Allocates combat multipliers, and fits force to ground. | Executes or plans more specific missions using detailed procedures. Applies resources. |
| Execution | Integrates all combat multipliers into battle.<br><br>Conducts initial deep operations.<br><br>Monitors the battle (commander's personal presence is limited to the main effort).<br><br>Commits the reserve to decide the battle or exploit opportunity (immediately reconstitutes a reserve). | Fights with smaller variety of multipliers.<br><br>Fights close operations.<br><br>Commander physically sees the battle.<br><br>Positions companies in depth (normally retains reserve). |
| Coordination | Coordinates with many outside units within the brigade area (synchronizes combat and CS assets).<br><br>Controls rear operations. | Coordinates organic, attached units.<br><br>Participates in rear operations. |

## COMMAND AND CONTROL PROCESS
### (FM 71-3)

The brigade C2 is one of planning, directing, coordinating, and controlling the battle. The process centers around assigning missions and tasks to subordinate and supporting elements to accomplish an assigned mission. The process consists of:

### COMMAND AND CONTROL PROCESS

- Planning
- Directing
- Coordinating
- Controlling

**The following key considerations affect the brigade's C2 process:**

- **Lead times for decision-making**
- **Decentralized execution and coordination**
- *OPSEC and tactical deception measures*
- Terrain and movement management
- **Planning and coordinating**
- **Controlling**

## COMMAND AND CONTROL COMMUNICATIONS (FM 71-2)

The commander must understand the capabilities, limitations, and vulnerabilities of his communications system.  He should:

- Provide for redundant means of communication.
- Minimize use of the radio by using face-to-face coordination, wire, and messengers when possible.

## COMMUNICATIONS-ELECTRONICS RESPONSIBILITIES (FM 71-2)

All levels of command must gain and maintain communications with the appropriate headquarters and personnel.  The traditional coordination and communications responsibilities are senior to subordinate, supporting to supported, reinforcing to reinforced, from left to right, and from rear to front.

Regardless of the responsibility, however, all units take prompt action to restore lost communications.

The signal officer establishes communications relays according to the task force commander's directives.

## RADIO NETS (FM 71-2)

**Battalion task force communications are sent over a variety of radio nets.  Primary battalion communications nets are:**

*Command Net.*  **A secure command net is used for command and control of the task force.  All organic and attached units, including the FSO, FAC, and leaders of supporting elements, enter the task force command net.  During the execution of the mission, only commanders transmit;  all others monitor and transmit only essential information. The task force main CP controls the command net.**

**continued**

## RADIO NETS continued

*Operation and intelligence (O&I).* The O&I net is a secure net established to provide a mechanism for the battalion task force to accept routine items of information concerning operations and intelligence reporting without cluttering or interfering with the battalion command net.

*Administrative/logistics net.* The A/L net is a tactical net, controlled by the combat trains CP, used to communicate the administrative and logistical requirements of the task force. All organic and attached units normally operate in this net.

*Special radio nets:*

The scout platoon net or designated frequency may function as a surveillance net, when required. The S2 and elements assigned surveillance missions operate on this net. Other elements enter or leave the net to pass information, as required.

The task force FSE and company fire support teams (FISTs) operate in the supporting field artillery command fire direction net and a designated fire direction net to coordinate field artillery fires for the battalion. TheTACP operates in US Air Force tactical air-request and air-ground nets to control air strikes.

Supporting air defense units monitors the early warning net. In the absence of collocated air defense support, the main CP will also monitor the division early warning net.

Attached or OPCON support assets may operate in their parent unit nets, but they must also monitor the command net at all times.

The following figure illustrates the primary task force FM nets and the stations that operate in each net.

| TASK FORCE FM NETS/STATIONS MATRIX | | | | |
|---|---|---|---|---|
| | TF CMD | TF O&I | TF A/L | OTHER |
| CDR | P | - | E | P -BDE CMD |
| XO | P | - | P | |
| S3 | P | M | - | M - BDE CMD |
| MAIN CP (S3) | NCS | - | M | P - BDE CMD |
| MAIN CP (S2) | M | NCS | - | P - BDE O&I |
| COMBAT TRAINS CP | M | - | NCS | P - BDE A/L |
| SIGNAL OFFICER | M | N | M | E - AS REQUIRED |

| TASK FORCE FM NETS/STATIONS MATRIX | | | | |
|---|:---:|:---:|:---:|:---:|
| | TF CMD | TF O&I | TF A/L | OTHER |
| **FSO** | M | - | - | **M - TF FD, FS NETs** |
| **FAC** | M | E | - | **P - AIR FORCE NETs** |
| **S1** | - | - | M | |
| **S4** | M | - | P | **E - AS REQUIRED** |
| **BMO** | - | - | P | |
| **SPT PLT** | M | - | P | |
| **MED PLT** | - | - | P | |
| **CO/TM CDRs** | P | E | - | **P - CO/TM CMD** |
| **CO/TM XOs** | M | - | E | **P - CO/TM CMD** |
| **CO/TM 1SG** | - | - | P | **P - CO/TM CMD** |
| **ENGR PLT** | M | E | E | **P - ENGR PLT** |
| **SCOUT PLT** | P | P | E | **P - SCOUT PLT** |
| **ADA PLT** | M | E | E | **P - ADA PLT; EW** |
| **MORTAR PLT** | M | - | E | **NCS - TF FD NET** |
| **GSR** | M | P | E | |
| **HHC CDR** | - | - | P | **P - BDE A/L** |
| **LO** | M | E | - | **M - AS ASSIGNED** |

**NCS - NET CONTROL STATION FOR NET**
**P - PRIMARY USERS - MONITOR AND TRANSMIT**
**M - MONITOR NET, TRANSMIT AS REQUIRED**
**E - ENTER NET TO TRANSMIT MESSAGE, THEN RETURN TO PRIMARY NET**

## ■ DoD MEDIA RULES ■

*The U.S. Department of Defense and the U.S. news media have agreed to these "Principles of Information for News Media Covering DoD Operations."*

- Open and independent reporting will be the principal means of U.S. military operations.

- Pools are not to serve as the standard means of covering U.S. military operations. Pools may sometimes provide the only feasible means of early access to a military operation. Pools should be as large as possible and disbanded at the earliest opportunity -- within 24 to 30 hours when possible. The arrival of early access pools will not cancel the principle of independent coverage for journalists already in the area.

- Even under conditions of open coverage, pools may be appropriate for special events, such as those at extremely remote locations or where space is limited.

- Journalists in a combat zone will be required to abide by a clear set of military security ground rules that protect U.S. forces and their operations. Violations of the ground rules can result in the suspension of credentials and expulsion from the combat zone of the journalist involved. News organizations will make their best efforts to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.

- Journalists will be provided access to all major military units. Special operations restrictions may limit access in some cases.

- Military public affairs officers should act as liaisons but should not interfere with the reporting process.

- Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft whenever feasible. The military will be responsible for the transportation of pools.

- Consistent with its capabilities, the military will supply PAOs with facilities to enable timely, secure, compatible transmission of pool material and will make facilities available whenever possible for filing independent coverage. In some cases when government facilities are unavailable, journalists will, as always, file by any other means available. The military will not ban communications systems operated by news organizations, but electro-magnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

- These principles will apply as well to the operation of the standing DoD National Media Pool System.

One-on-one contact between soldiers and reporters should be encouraged.  A soldier who has been kept well informed through command information can be an excellent unofficial spokesperson.  Media representatives are generally eager to gain a soldier's perspective of military operations and will seek out soldiers of all ranks and positions of responsibility for interviews.

Soldiers, supervisors and commanders should be prepared for questions from correspondents.  The public affairs staff can assist commanders and soldiers prepare for a scheduled interview.  When possible, the PAO will notify in advance those individuals who are to be interviewed.  However, this will not always be the case.  Some reporters will ask spontaneous questions to any soldier.

**Here are some tips to help you meet the media:**

- Know who you are talking to.  Accredited media will be escorted by a Public Affairs escort or have been authorized in writing by the command to operate in the area.  Think OPSEC.  When in doubt, call the PAO.

- Listen to the question.  If you are unsure of a question, ask the reporter to repeat it or to clarify it.  Take time to think about your answer.

- Be honest.  There is nothing wrong with saying "I don't know."  However, don't lie to a reporter.

- Stay within your responsibility or expertise.  Just remember:  if you command it, own it or did it, then talk about it.  Avoid hypothetical situations.

- Do not discuss classified or sensitive information.  If you're not sure if a topic is sensitive or classified, don't talk about it.

- Anything you say is on the record.  Assume that everything you say will appear in print or on the air.

- Keep your answers brief and to the point.  Radio and television reporters will edit your 30 seconds worth of comments into a single, 3 to 5 second sound bite.

- Relax and be yourself.  Reporters are interviewing you because of who you are; do not try to be anyone else.